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# PUBLIC SAFETY

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# Fire-Rescue Services

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## MISSION STATEMENT

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The mission of Norfolk Fire-Rescue is to protect life, property, and the environment by minimizing the impact of fires, medical

emergencies, hazardous materials, and other disasters and events affecting the community.

## DEPARTMENT OVERVIEW

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Norfolk Fire-Rescue is divided into four (4) major functional areas as follows:

**OPERATIONS:** Responsible for all emergency services provided by the Department including fire suppression, emergency medical care, hazardous materials mitigations, technical rescue, water rescue, and terrorism response.

**PREVENTIONS:** Responsible for all enforcement and life safety services provided by the Department including fire safety inspections, fire and environmental code enforcement, fire and arson investigations, fire and life safety education, and car seat safety inspections.

**TRAINING:** Responsible for all personnel training and certification programs provided by the Department in the subject areas of basic recruit, firefighting, emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control.

**ADMINISTRATION:** Responsible for providing leadership and managerial direction for the Department and overseeing administrative functions such as recruitment and hiring, policies and procedures, budgeting and financial management, information technology, logistics, and liaison with outside agencies.



ADMINISTRATION

DIVISION OF TRAINING



Administrative & Leadership  
Services



Training & Staff  
Development



Operations



Prevention

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## BUDGET HIGHLIGHTS

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The total budget for the Fire-Rescue Department is \$30,906,000. The budget includes additional funding of \$250,000 for overtime for the department to assist in maintaining adequate staffing levels. The FY04 budget also includes a \$3,506,800 million increase over the FY03 budget. This increase is attributable to the required contribution to the City's retirement plan, increased health insurance costs, and employee compensation.

The FY-04 Operating Budget is focused on addressing the needs of the department to ensure a continuation of services at existing levels. Funding is apportioned in the following areas:

- ♦ Salaries and benefits for (498) employees distributed among operations, prevention, training, and administration.
- ♦ Employee recruitment, certification, and refresher training.
- ♦ Repair and maintenance of Department Facilities including fifteen (15) fire stations and the fire training center.
- ♦ Rent of commercial office space for administration and prevention.
- ♦ Equipment, supplies, and general operating expenses.
- ♦ Utilities.

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## KEY GOALS AND OBJECTIVES

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Promptly respond to and mitigate fires, medical emergencies, hazardous materials incidents, technical rescues, water rescues, and terrorism incidents.

Deploy the first fire unit to the scene of all fires and medical emergencies in four minutes or less, 90 percent of the time.

Deploy the balance of a first alarm assignment to the scene of a fire in eight minutes or less, 90 percent of the time.

Deploy an ambulance to the scene of a life threatening medical emergency in eight minutes or less, 90 percent of the time.

Contain structure fires to the area, room, or structure of origin, 90 percent of the time.

Provide fire and life safety inspections and enforce fire, life safety, and environmental codes.

Complete 500 inspections per fire inspector annually.

Ensure successful convictions of arson related arrests, 100 percent of the time.

Provide fire and life safety education programs to the public school system and the community at large as requested.

Provide child car safety seat inspections as requested.

Conduct firefighter recruit basic training.

Conduct two firefighter recruit academies and train 30 new firefighter recruits annually.

Conduct personnel certification and refresher training in the subject areas of firefighting, emergency medical care, technical rescue, hazardous materials response, water rescue, terrorism response, leadership and management, and command and control.

Provide 34,000 hours of instruction annually.

## PRIOR YEAR ACCOMPLISHMENTS

Responded to over 40,000 emergency incidents including 32,968 medical emergencies, 6,067 fire related incidents, and 1,438 service calls and delivered 186 public education programs and 108 civic league presentations

Installed over 1,000 smoke detectors at the request of homeowners with the established goal of providing 3,000 smoke detectors to Norfolk residents who can least afford them.

Completed national certification training as incident safety officers for all department Chief officers, and hired and trained nearly 30 new firefighters to fill vacancies due to retirements and resignations.

Completed renovation projects at many of the City's 15 fire stations; completed over 3,500 fire inspections; and issued over 1,000 permits.

Inspected and installed over 150 child safety seats at the request of Norfolk residents.

Facilitated a national demonstration of advanced communication technologies offered by the Office of Homeland Defense, and hosted emergency services conferences, including a fire officer institute, fire service diversity conference and a statewide emergency medical services conference

Performed 183 fire investigations, including 89 incidents of arson, closed 201 cases, and executed 36 arrests.

Successfully completed over 34,000 staff hours of in-service training in subject areas such as firefighting, emergency medical care, technical rescue, hazardous materials response, terrorism response, leadership, and incident command

Completed a comprehensive promotional assessment process for the ranks of battalion chief, fire captain, and fire lieutenant.

Initiated the purchase of a replacement mobile command post vehicle.

### Expenditure Summary

	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 BUDGET	FY2004 APPROVED
Personnel Services	22,553,449	24,646,030	25,168,800	28,653,900
Materials, Supplies and Repairs	1,634,213	1,739,214	1,722,000	1,909,300
General Operations and Fixed Costs	326,607	323,328	302,400	290,300
Equipment	200,446	0	206,000	52,500
All Purpose Appropriations	0	49,330	0	0
<b>Total</b>	<b>24,714,715</b>	<b>26,757,902</b>	<b>27,399,200</b>	<b>30,906,000</b>

## Programs & Services

	FY2002 ACTUAL	FY2003 APPROVED	FY2004 APPROVED	FULL-TIME POSITIONS
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### ADMINISTRATION

<b>Administrative &amp; Leadership Services</b>	1,132,910	1,552,474	5,673,200	15
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Provide the best possible quality fire suppression and prevention, emergency medical, hazardous materials, and heavy and tactical rescue services through leadership, coordination, planning and management.

### DIVISION OF TRAINING

<b>Training &amp; Staff Development</b>	378,256	1,538,085	1,412,200	27
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Division provides initial and re-certification training of all department emergency response personnel to meet state and federal guidelines and requirements.

<b>Operations</b>	23,223,812	23,392,412	22,951,200	434
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**Fire Suppression & Control** Provide emergency response operations to include: the removal of victims from burning structures; care and treatment of injuries; protection of adjacent structures to minimize the damage of spreading fire; the containment of fire to room, section, or structure of origin; and limit damage to physical property.

**Emergency Medical Services** Provide emergency response operations to include: the treatment of sick or injured patients; transporting sick and injured patients to the appropriate medical facilities; and reducing the morbidity and mortality associated with emergency medical and traumatic conditions.

**Hazardous Materials Services** Emergency response operations to include: the containment of environmental threats associated with hazardous materials; removal, decontamination and treatment of victims exposed to hazardous materials; minimization of the effects of exposure to hazardous materials; and providing timely information about hazardous materials.

## Programs & Services

	FY2002 ACTUAL	FY2003 APPROVED	FY2004 APPROVED	FULL-TIME POSITIONS
<b>Prevention</b>	1,022,924	916,229	869,400	16

**Inspection** ~ Prevention of loss of life and property through inspections, public education, and fire code enforcement.

**Investigation** ~ Investigation of arson and hazardous material fires, which lead to the identification, apprehension, and prosecution of perpetrators.

<b>Total</b>	25,757,902	27,399,200	30,906,000	492
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## Strategic Priority: Public Safety

### TACTICAL APPROACH:

#### Emergency Response

PROGRAM INITIATIVES	FY01	FY02	FY03	FY04	Change
% of fire calls with emergency response of 4 minutes or less (performance standard = 90%)	71%	67%	70%	65.00%	5%
% of fires confined to the room, section, or structure of origin (performance standard = 90%)	95%	95%	90%	94%	4%
% of EMS calls with advanced life support response of 4 minutes or less (performance standard = 90%)	73%	88%	90%	90%	0%

### TACTICAL APPROACH:

#### Code Enforcement

PROGRAM INITIATIVES	FY01	FY02	FY03	FY04	Change
% of pre-fire plans completed on hi-rise structures, hospitals, nursing homes, schools, and retirement/assisted living facilities (performance standard = 100%)	100%	100%	100%	100%	0%
% of reported fire code violations inspected within 48 hours of identification (performance standard = 100%)	100%	100%	100%	100%	0%
% of arson cases cleared (performance standard = 100%)	81%	81%	81%	81%	0%
% of fires where cause and origin were determined (performance standard = 100%)	94%	91%	95%	95%	0%

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY03 Positions	Change	FY04 Positions
Accounting Technician	OPS07	23,318	37,280	4		4
Administrative Secretary	OPS09	27,273	43,604	2		2
Administrative Services Manager	SRM05	48,026	84,525	1		1
Assistant Fire Chief	FRS10	76,529	93,244	4		4
Assistant Fire Marshal	FRS06	39,655	63,395	2		2
Battalion Fire Chief	FRS09	52,999	84,710	13		13
Chief of Fire & Paramedic Services	EXE03	73,210	126,601	1		1
Deputy Chief of Fire & Para Services	EXE03	73,210	126,601	1		1
Deputy Fire Marshal	FRS08	45,530	72,788	1		1
Fire Arson Investigator	FRS08	45,530	72,788	1		1
Fire Captain	FRS08	45,530	72,788	47		47
Fire Inspector	FRS05	37,595	60,103	7		7
Fire Lieutenant	FRS06	39,655	63,395	24		24
Fire Marshal	FRS09	52,999	84,710	1		1
Fire/Paramedic Lieutenant	FRS07	41,666	66,609	15		15
Firefighter EMT	FRS02	30,900	44,756	86		86
Firefighter EMT-C	FRS04	32,548	52,035	15		15
Firefighter EMT-P	FRS05	37,595	60,103	88		88
Firefighter EMT-ST	FRS03	30,900	49,401	154		154
Firefighter Recruit	FRS01	28,840	28,840	22		22
Office Assistant	OPS03	17,236	27,557	2		2
Staff Technician I	OPS08	25,206	40,295	1		1
<b>Subtotal</b>				<b>492</b>	<b>0</b>	<b>492</b>
<b>Over hires</b>				<b>6</b>		<b>6</b>
<b>Total</b>				<b>498</b>	<b>0</b>	<b>498</b>



# Police

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## MISSION STATEMENT

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To provide protection and police services responsive to the needs of the residents of Norfolk.

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## DEPARTMENT OVERVIEW

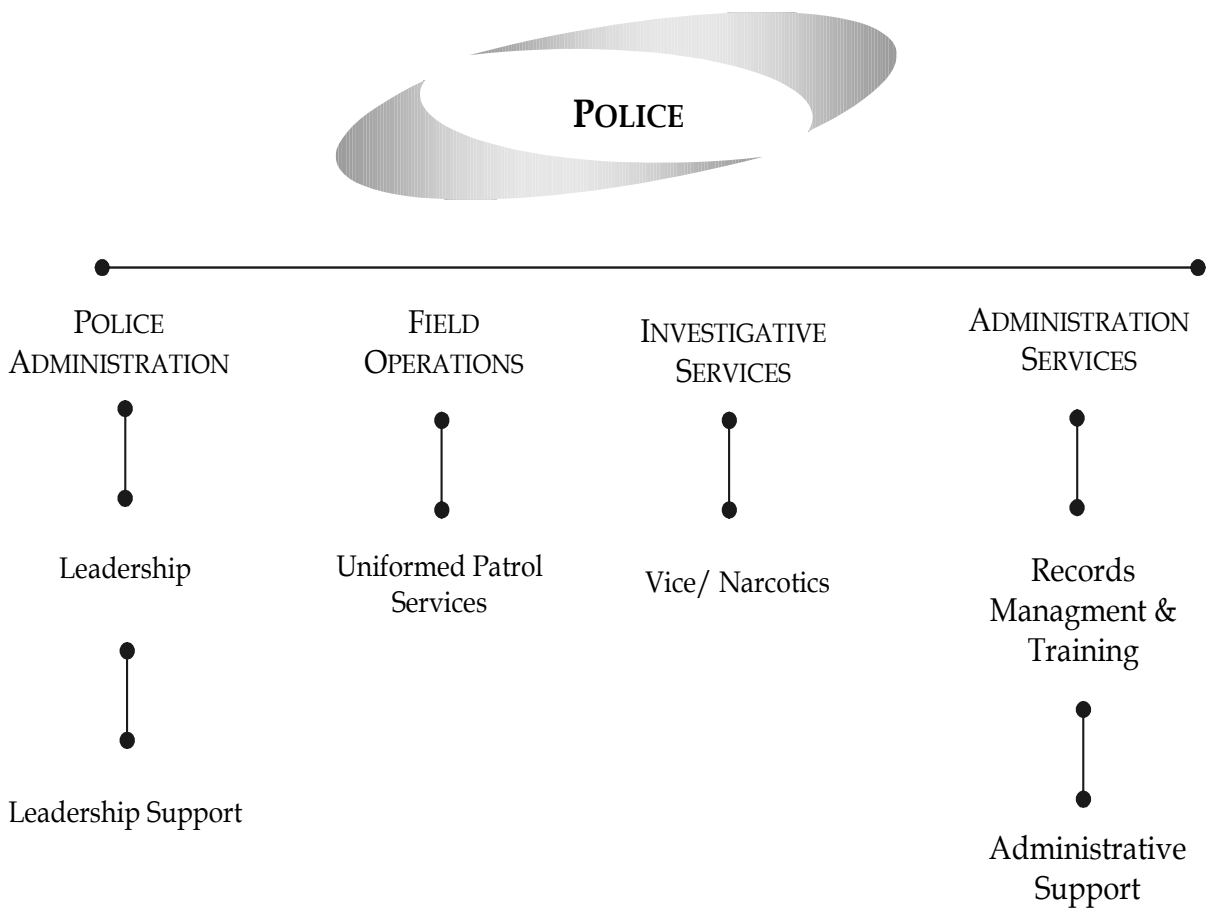
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The department is structured to deliver service to the citizens of Norfolk in the most efficient and effective manner.

Field Operations consist of patrolling the streets combating crime.

Investigative Services consists of investigating criminal acts.

Administrative Services provides services and support to the entire department and to the public. Each of these bureaus is headed by an Assistant Chief of Police.



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## BUDGET HIGHLIGHTS

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The total budget for the Police Department is \$48,714,000. This is a \$1,250,500 increase over the FY03 budget, the majority of which is attributable to the increased costs of required contributions to

the City's retirement system. The FY04 budget includes funds to support crime and drug reduction, homeland defense and technology.

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## KEY GOALS AND OBJECTIVES

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- ◆ Provide police protection and police service responsive to the needs of the people in Norfolk
- ◆ Reduce crime
- ◆ Implement programs and tactics to increase apprehension of law violators
- ◆ Improve response to calls for service
- ◆ Provide for the effective and efficient operation of all aspects of the Police Department

- ◆ Enhance operations through appropriate direction and leadership
- ◆ Increase recruitment efforts to result in more qualified candidates and a reduction in sworn personnel turnover
- ◆ Identify, evaluate, and implement technologies that will enhance the operation of the criminal justice system
- ◆ Develop, coordinate, and provide training for all police personnel.

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## PRIOR YEAR ACCOMPLISHMENTS

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Augmented normal courseload to include homeland security training for all sworn personnel and additional specialized training as needed.

Successfully piloted the in-car video cameras which led to the selection of a vendor and procurement.

Enhanced recruitment and retention efforts resulting in an increased number of qualified candidates and a reduction in the number of sworn departures per month.

Conducted ethics and diversity training for all sworn personnel.

### Expenditure Summary

	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 BUDGET	FY2004 APPROVED
Personnel Services	38,149,917	41,162,039	43,463,200	48,651,000
Materials, Supplies and Repairs	2,142,735	2,074,853	2,216,600	2,561,200
General Operations and Fixed Costs	741,663	765,931	844,800	637,200
Equipment	862,532	1,005,799	873,900	874,500
All- Purpose Appropriations	89,704	105,260	65,000	20,000
<b>Total</b>	<b>41,986,551</b>	<b>45,113,882</b>	<b>47,463,500</b>	<b>52,743,900</b>

## Programs & Services

	FY2002 ACTUAL	FY2003 APPROVED	FY2004 APPROVED	FULL-TIME POSITIONS
<b>POLICE ADMINISTRATION</b>				
<b>Leadership</b>	1,023,692	931,427	871,200	6
Provide for the efficient and effective operation of all aspects of the Norfolk Police Department through appropriate administration and management.				
<b>Leadership Support</b>	776,630	856,781	844,300	12
Collect intelligence information for planning and prevention. Assure integrity and public trust by investigating alleged acts of misconduct.				
<b>FIELD OPERATIONS</b>				
<b>Uniformed Patrol Services</b>	25,790,244	26,975,255	29,696,000	507
Provide a safe and secure environment through the execution of basic and responsive police services including Patrol, Traffic, Harbor Patrol, Metro Tactical, K9, Crime Prevention, DARE, and School Crossing.				
<b>INVESTIGATIVE SERVICES</b>				
<b>Vice/Narcotics</b>	10,639,719	10,755,101	11,985,900	178
Provide criminal investigative services responsive to the needs of the people of Norfolk.				
<b>ADMINISTRATIVE SERVICES</b>				
<b>Records Management &amp; Training</b>	5,079,918	5,639,752	6,946,200	136
Provide administrative and support police services including Central Records and Training.				
<b>Administrative Support</b>	1,803,679	2,305,184	2,400,300	35
Provide administrative and support services including Planning and Research, Strategic Management, Inspections, Personnel Liaison, Public Information and Crime Analysis.				
<b>Total</b>	45,113,882	47,463,500	52,743,900	874

## Strategic Priority: Public Safety, Education, Public Accountability

### TACTICAL APPROACH:

Delivering public safety and law enforcement services while utilizing community oriented policies to develop safer neighborhoods

PROGRAM INITIATIVES:	FY01	FY02	FY03	FY04	Change
Number of index crimes	14,358	14,377	15,820	15,820	0
Number of index crimes per 1,000	61.2	61.3	67.5	67.5	0
Number of priority calls for service	10,094	10,766	9,933	9933	0
Average response time (dispatch to arrival)	4.9	5.3	5.7	5.7	0
Number of index crimes cleared	3,098	2,818	2,745	2745	0
Percentage of index crimes cleared	22%	20%	17%	17%	0%
Number of index arrests	1,948	1,352	1,614	1614	0
Number of index arrests per 100,000	831	577	688	688	0

### Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY03 Positions	Change	FY04 Positions
Accounting Technician	OPS07	23,318	37,280	1		1
Administrative Secretary	OPS09	27,273	43,604	17		17
Administrative Technician	OPS08	25,206	40,295	1		1
Animal Caretaker	OPS03	17,236	27,557	7		7
Assistant Chief Of Police	POL08	86,520	105,415	3		3
Chief of Police	EXE03	73,210	126,601	1		1
Compliance Inspector	OPS11	32,019	51,189	2		2
Custodian	OPS02	16,019	25,610	2		2
Health & Fitness Facilitator	MAP04	31,039	49,621	1		1
Humane Officer I	OPS08	25,206	40,295	7		7
Humane Officer II	OPS11	32,019	51,189	1		1
Kennel Supervisor	OPS09	27,273	43,604	1		1
Management Analyst I	MAP06	34,994	55,943	3		3
Management Analyst II	MAP08	39,572	63,258	5		5
Management Analyst III	MAP09	42,127	67,349	1		1

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY03 Positions	Change	FY04 Positions
Office Assistant	OPS03	17,236	27,557	3		3
Operations Officer	OPS06	21,591	34,515	28		28
Photographic Lab Technician	OPS08	25,206	40,295	2		2
Police Captain	POL07	69,525	84,710	12		12
Police Corporal	POL04	37,389	56,892	61		61
Police Identification Clerk	OPS06	21,591	34,515	8		8
Police Lieutenant	POL06	59,740	72,788	23		23
Police Officer I	POL02	30,900	31,673	26		26
Police Officer II	POL03	34,196	52,035	516		516
Police Planning Manager	SRM05	48,026	84,525	1		1
Police Recruit	POL01	28,840	28,840	50		50
Police Sergeant	POL05	43,775	66,609	54		54
Police Training and Develop Manager	MAP07	37,198	59,469	1		1
Programmer/Analyst III	ITM02	39,754	63,552	2		2
Programmer/Analyst V	ITM05	48,292	77,199	1		1
Public Information Spec II	MAP06	34,994	55,943	1		1
Stenographic Reporter II	OPS08	25,206	40,295	5		5
Support Technician	OPS06	21,591	34,515	27		27
<b>Total</b>				<b>874</b>	<b>0</b>	<b>874</b>
<b>Over-hires</b>				<b>8</b>		<b>8</b>
<b>Total</b>				<b>882</b>		<b>882</b>